MULTI-YEAR TRAINING AND EXERCISE PLAN
2008-2010

MULTI-YEAR TRAINING AND EXERCISE PLAN

State of Montana

Preface

The State of Montana has pursued a coordinated State homeland security strategy that combines enhanced planning, new equipment purchases, innovative training, and realistic exercises to strengthen the State's emergency prevention and response capabilities. Training and exercises play a crucial role in this strategy, providing the State with a means of attaining, practicing, validating, and improving new capabilities.

The State's training and exercise consortium is administered by the Montana Disaster and Emergency Services (DES), in coordination with State government agencies and local emergency response agencies. The training and exercise agenda laid out in this plan provides guidance and expectations to all State-level response agencies, as well as for any municipal response agencies receiving State homeland security funds. The agenda helps prepare the State to optimally address both the natural and technical hazards that it faces.

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Purpose

The purpose of the Multi-Year Training and Exercise Plan is to provide a companion document to the State of Montana Homeland Security Strategy. It is a living document that will be updated and refined annually. The Multi-Year Training and Exercise Plan provides a roadmap for Montana to follow in accomplishing the priorities described in the State of Montana Homeland Security Strategy. The priority is linked to the associated target capabilities that will facilitate accomplishment of the priority, and the training and exercises that will help obtain or validate those capabilities and address that priority.

The Multi-Year Training and Exercise Plan includes the training and exercise schedule, which provides graphic illustration of proposed activities for the years 2008–2010. It is representative of the natural progression of training and exercises that should take place in accordance with the building-block approach.

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Program Priorities

As part of the continuous preparedness process, the Montana Disaster and Emergency Services (DES) drafted the State of Montana Homeland Security Strategy to clearly define efforts and areas of focus. Based on the U.S. Department of Homeland Security (DHS) National Preparedness Goal, the strategy commits the State of Montana to the National Priorities defined by DHS and supplements these priorities with initiatives specific to Montana's threats and capabilities.

The State of Montana has identified seven priorities on which to currently focus its planning, equipment acquisition, training, and exercises:

- **Priority 1 – Strengthen information and intelligence sharing.**
- **Priority 2 – Implement the National Infrastructure Protection Plan (NIPP).**
- **Priority 3 – Establish and strengthen a statewide interoperable communication system.**
- **Priority 4 – Implement the National Incident Management System (NIMS) and coordinate planning in conjunction with the National Response Plan (NRP).**
- **Priority 5 – Strengthen medical surge and mass prophylaxis capabilities.**
- **Priority 6 – Strengthen chemical, biological, radiological, nuclear, and explosive (CBRNE) decontamination, detection, and response.**
- **Priority 7 – Strengthen awareness and preparedness of the citizens of Montana.**

The State of Montana has identified items on the Target Capabilities List (TCL) for direct association with the accomplishment of priorities and goals. Training and exercises scheduled for the next 3 years have been planned to allow the State of Montana to attain the selected priorities and fill in the capability gaps.

Strengthen information and intelligence sharing

The State of Montana should enhance the coordination and communication among Federal, State, tribal, and local law enforcement entities. Also, continue to support and strengthen the statewide intelligence center.

Relevant Improvement Plan (IP) Reference: None

Associated Capabilities:

- Intelligence and Information Sharing and Dissemination
- Intelligence Analysis and Production

Training that Supports This State Priority and Associated Capabilities:

- Critical Information Sharing Training, 2008
- Public Information Officer (PIO) Training, 2008–2010
- Terrorism Training geared to Law Enforcement, 2008–2010

Exercises that Support This State Priority and Associated Capabilities:

- Cross-Border Full-Scale Exercise (FSE), 2008–2010
- Mobile Command Post Drills, 2008–2010

Implement the National Infrastructure Protection Plan (NIPP)

Establish training efforts to enhance the statewide awareness and the prevention and preparedness response capabilities for the protection of critical infrastructure.

Relevant IP Reference: None

Associated Capabilities:

- Critical Infrastructure Protection (CIP)
- Restoration of Lifelines

Training that Supports This State Priority and Associated Capabilities:

- CIP Alliance Conference, April 2008
- CIP Plan Workshop, 2008
- Cyber-Security Training, 2009
- Agency Representative Course, 2008–2010
- Emergency Planning Course, 2008–2010
- Principles of Emergency Management, 2008–2010

Exercises that Support this State Priority and Associated Capabilities:

- Earthquake Exercise, Helena, 2009

Establish and strengthen a statewide interoperable communication system

Establish a comprehensive, seamless statewide interoperable communications system with interstate and intrastate capability to be used by Federal, State, tribal, local, and private-sector responders.

Relevant IP Reference: None

Associated Capabilities:

- Communications

Training that Supports This State Priority and Associated Capabilities:

- Conference on Communications Plan, 2008
- All Year Training on New Communications System, 2008–2010

Exercises that Support this State Priority and Associated Capabilities:

- Earthquake Exercise, Helena, 2009

Implement the NIMS and coordinate planning in conjunction with the NRP

Develop a statewide emergency response system that integrates with NIMS and the NRP.

Relevant IP Reference: None

Associated Capabilities:

- Planning
- Onsite Incident Management
- Critical Resource Logistics and Distribution
- Emergency Operations Center Management

Training that Supports This State Priority and Associated Capabilities:

- Continuity of Operations (COOP) Training, 2008
- Homeland Security Exercise and Evaluation
- Program (HSEEP) Training, 2008
- Incident Command System (ICS) 300, 700, and 800 Training, 2008
- Introduction to DES Participation, 2008
- Annual Governor's Summit, 2008–2010
- HSEEP Design Update, 2008–2010
- ICS 100,200,300 IS-700/800 Training, 2008–2010
- Emergency Planning Course Update, 2008–2010
- After Action Reports (AARs), 2008–2010
- EOC Course, 2008–2010
- HSEEP/Exercise Prep, 2008–2010
- Orientation, 2008–2010
- Population Protection Course update, delivery, 2008-2010
- Agency Representative Course, 2008-2010

Exercises that Support This State Priority and Associated Capabilities:

- Operation Tongue River FSE and Seminar, 2008
- Sweetgrass Border Exercise, 2008
- Strengthen medical surge and mass prophylaxis capabilities

Coordinate with the Montana Department of Health to strengthen medical surge and mass prophylaxis capabilities.

Relevant IP Reference: None

Associated Capabilities:

- Mass Prophylaxis
- Medical Surge

Training that Supports This State Priority and Associated Capabilities:

- Basic Life Support (BLS) Training, 2008
- IMAS/MHMAS Training, 2008
- MT Preparedness Summit, 2008
- Strategic National Stockpile (SNS) – Receiving, Staging, and Storage (RSS) Training, 2008
- Advanced Life Support (ALS) Training, 2008–2009
- SNS Training, 2008, 2010
- Public Health (PH) Summer Institute Training, 2008–2010
- Regional Meetings, 2008–2010
- SNS, Pharmaceutical Inspection Convention (PIC) and Point of Distribution (POD) Training, 2008–2010

Exercises that Support This State Priority and Associated Capabilities:

- Call Center Drill, 2008
- Cross Border Exercise, 2008
- Health Alert Network (HAN) Functional Exercise (FE) Regional, 2008
- HAN FE, 2008
- Off-site EOC Drill, 2008
- Operation Tongue River, 2008
- Region 1 and 4 MHMAS FE, 2008
- Region 3 MHMAS FE, 2008
- Region 5 MHMAS FE, 2008
- SNS FSE, 2008
- Sun-Guard (COOP/COG) FE, 2008
- Tongue River FSE and Seminar, 2008
- Earthquake Exercise, Helena, 2009
- SNS RSS FSE, 2009
- SNS Tabletop Exercise (TTX), 2010
- SNS FSE, 2008–2110
- CHEM-PAK Drill, 2009–2010
- Communications Drill, 2008–2010
- DES FSE, 2009–2010
- EOC FE, 2009–2010
- HAN/EOC FE, 2009–2010
- HAN/EOC FE Regional, 2010
- Hav-Bed FE, 2008–2010

Strengthen chemical, biological, radiological, nuclear, and explosive (CBRNE) decontamination, detection, and response

Establish a comprehensive training program for Montana responders, provide emergency responders and volunteers support to respond to weapons of mass destruction (WMD)/CBRNE and other natural or terrorist incidents, coordinate and enhance specialty teams' response to WMD/CBRNE or other incidents.

Relevant IP Reference: None

Associated Capabilities:

- WMD and Hazardous Materials (HazMat) Response and Decontamination

Training that Supports This State Priority and Associated Capabilities:

- Certification Training 2008–2010
- HazMat Training for Regional HazMat Teams, 2008–2010

Exercises that Support This State Priority and Associated Capabilities:

- Operation Tongue River, 2008
- Cross Border Exercise, 2008

Strengthen Awareness and Preparedness of the Citizens of Montana

Establish and enhance coordination and communication among all stakeholders, including community, business, and volunteer groups.

Relevant IP Reference: None

Associated Capabilities:

- Community Preparedness and Participation

Training that Supports This State Priority and Associated Capabilities: None

Exercises that Support This State Priority and Associated Capabilities:

- Earthquake Exercise, Helena, 2009
- Water Contamination FSE, 2009

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Multi-Year Training and Exercise Schedule

The following schedule illustrates the current timeline for the State of Montana's training and exercise activities from January 2008 to December 2010. The schedule captures the State of Montana's desire for a progressive increase in training and exercise complexity over the course of the next 3 years.

Montana's Multi-Year Training and Exercise Schedule will use a building-block approach when determining training and exercises. The building-block approach ensures successful progression in exercise design, complexity, and execution, and allows for the appropriate training and preparation to occur in the community conducting or participating in the exercise.

The schedule portrays both training and exercises that correspond to priorities for the State of Montana. In addition to this hardcopy schedule, Montana has also electronically scheduled its exercises through the National Exercise Schedule (NEXS) tool located at www.hseep.dhs.gov.

MULTI-YEAR TRAINING AND EXERCISE PLAN (DRAFT)

State of Montana

	Training and Exercise Schedule 2008											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
District 1	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 2	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 3	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 4		Operation Tongue River (FSE and Seminar)										
	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 5	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 6	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											

Training and Exercise Schedule 2008

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Department of Public Health and Human Services	ICS 100, 200, 700, & 800 Training; IMAS/MHMAS Training; HSEEP Training; Intro to DES Participation; SCENE Review Training; HAN Functional	Hav-Bed Functional; Comms Drill; Tongue River FSE and Seminar; Sun-Guard (COOP/COG) Functional	Call Center Drill	HCC Training; MT Preparedness Summit; SCENE Review; Basic Life Support Training; HAN Functional; Region 1 & 4 MHMAS Functional; SNS Training	ICS 300; SNS TTX; Comms Drill	PH Summer Institute Training; Hav-Bed Functional; SNS FSE	HAN Functional Regional; Regional 3 MHMAS Functional	SNS-RSS Training; SCENE Review; Comms Drill; Cross-Borders FSE	Regional Meetings; Off-site EOC Drill; Regional 5 MHMAS Functional	HAN Functional	SNS, PIC, and POD Training; SCENE Review; Advanced Life Support Training; Comms Drill	
Department of Justice/Division of Criminal Investigation	Terrorism Training geared to Law Enforcement						Terrorism Training geared to Law Enforcement			Terrorism Training geared to Law Enforcement		
	Mobile Command Post Drill, every month											
Office of Community Services (Citizen Corp)								Cross-Borders FSE				

	Training and Exercise Schedule 2008											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Department of Administration	COOP Training						Conference on Comm Plan					
Public Safety Services Bureau	All Year Training on New Comm System											
Interoperability Montana Project												
ITSD				Critical Information Sharing Training / CIP Alliance Conference			Critical Infrastructure Protection Plan Workshop					
GSD												
Governor's Office				Annual Governor's Summit								
	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
Environmental Quality			Certification Training	Certification Training	Certification Training				Certification Training			
Livestock												
FWP												
DNRC												
DOT												

	Training and Exercise Schedule 2008											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Disaster and Emergency Services	Orientation	Planning Course Update	Agency Rep Course		Emergency Planning Course	HSEEP Design Update	Exercise Prep	Cross Border Exercise (focus on Law Enforcement)	AARs	EOC Course	PIO Training	Principles of Emergency Management
	HazMat Training for Regional HazMat Teams											

Strengthen information and intelligence sharing	Implement the National Infrastructure Protection Plan	Establish and strengthen a statewide interoperable communication system
Implementation of the NIMS and coordinate planning in conjunction with the NRP	Strengthen medical surge and mass prophylaxis capabilities	Strengthen CBRNE decontamination, detection, and response
		Strengthen awareness and preparedness of the citizens of Montana

	Training and Exercise Schedule 2009											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
District 1	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 2	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 3	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
									Helena Earthquake			
District 4	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 5	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 6	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
Department of Public Health and Human Services	HAN/EOC Functional; Comm Drill	Hav-Bed Functional; EOC Functional	CHEM-PAK Drill; EOC Functional	HAN/EOC Functional	Comm Drill	PH Summer Institute Training; ICS 100 & 200 Training; CHEM-PAK Drill; Hav-Bed Functional; SNS RSS FSE	HAN/EOC Functional; CRI Functional	Comm Drill; DES FSE	Regional Meetings; CHEM-PAK Drill; EOC Functional; Helena Earthquake	HAN/EOC Functional; ICS 100 & 200 Training	SNS, PIC, and POD Training; Advanced Life Support Training	CHEM-PAK Drill

	Training and Exercise Schedule 2009											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Department of Justice/ Division of Criminal Investigation	Terrorism Training geared to Law Enforcement						Terrorism Training geared to Law Enforcement			Terrorism Training geared to Law Enforcement		
	Mobile Command Post Drill (monthly)											
Office of Community Services (Citizen Corp)												
Department of Administra-tion												
Public Safety Services Bureau	All Year Training on New Comm System											
Inter-operability Montana Project												
ITSD	Cyber-Security Training (month unknown)											
GSD												
Governor's Office				Annual Governor's Summit								
Environ-mental Quality	Water Contamination FSE (Date TBD)		Certification Training	Certification Training	Certification Training				Certification Training			

	Training and Exercise Schedule 2009											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Livestock												
FWP												
DNRC												
DOT												
Disaster and Emergency Services	Orientation	Planning Course Update	Agency Rep Course		Emergency Planning Course	HSEEP Design Update	Exercise Prep	Cross Border Exercise (focus on Law Enforcement)	AARs	EOC Course	PIO Training	Principles of Emergency Management
	HazMat Training for Regional HazMat Teams											

Strengthen information and intelligence sharing	Implement the National Infrastructure Protection Plan	Establish and strengthen a statewide interoperable communication system
Implementation of the NIMS and coordinate planning in conjunction with the NRP	Strengthen medical surge and mass prophylaxis capabilities	Strengthen CBRNE decontamination, detection, and response
		Strengthen awareness and preparedness of the citizens of Montana

	Training and Exercise Schedule 2010											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
District 1	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 2	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 3	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 4	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 5	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
District 6	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
Department of Public Health and Human Services	HAN/EOC Functional	Hav-Bed Functional / Comms Drill	CHEM-PAK Drill / EOC Functional	HAN/EOC Functional / SNS Training	SNS TTX / Comms Drill	PH Summer Institute Training / Hav-Bed Functional / ICS 100 & 200 Training / SNS FSE / CHEM-PAK Drill	HAN/EOC Functional Regional	DES FSE / Comms Drill	Regional Meetings / CHEM-PAK Drill / EOC Functional	HAN/EOC Functional Regional / ICS 100 & 200 Training	SNS, PIC, and POD Training / Comms Drill	CHEM-PAK Drill

	Training and Exercise Schedule 2010											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Department of Justice/Division of Criminal Investigation	Terrorism Training geared to Law Enforcement			FSE (Topic TBA)			Terrorism Training geared to Law Enforcement			Terrorism Training geared to Law Enforcement		
	Mobile Command Post Drill, every month											
Office of Community Services (Citizen Corp)												
Department of Administration												
Public Safety Services Bureau	All Year Training on New Comm System											
Interoperability Montana Project												
ITSD												
GSD												
Governor's Office				Annual Governor's Summit								
	Continuing NIMS/ICS Tier 1 Training Requirements-Pending Federal Funding											
Environmental Quality			Certification Training	Certification Training	Certification Training				Certification Training			
Livestock												
FWP												
DNRC												
DOT												

	Training and Exercise Schedule 2010											
	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	J	F	M	A	M	J	J	A	S	O	N	D
Disaster and Emergency Services	Orientation	Planning Course Update	Agency Rep Course		Emergency Planning Course	HSEEP Design Update	Exercise Prep	Cross Border Exercise (focus on Law Enforcement)	AARs	EOC Course	PIO Training	Principles of Emergency Management
	HazMat Training for Regional HazMat Teams											

Strengthen information and intelligence sharing	Implement the National Infrastructure Protection Plan	Establish and strengthen a statewide interoperable communication system

Implementation of the NIMS and coordinate planning in conjunction with the NRP	Strengthen medical surge and mass prophylaxis capabilities	Strengthen CBRNE decontamination, detection, and response	Strengthen awareness and preparedness of the citizens of Montana

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Training and Exercise Schedule
Acronyms and Abbreviations List

Acronym	Definition
AAR	After-Action Report
AFB	Air Force Base
ALS	Advanced Life Support
ARES	Amateur Radio Emergency Services
BLS	Basic Life Support
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosive(s)
CERT	Community Emergency Response Team
Comms.	Communications
CPX	Command Post Exercise
CSIS	Centralized Scheduling and Information System
DHS	U.S. Department of Homeland Security
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FSE	Full-Scale Exercise
HazMat	Hazardous Materials
HEICS	Hospital Emergency Incident Command System
HSEEP	Homeland Security Exercise and Evaluation Program
HSIN	Homeland Security Information Network
HSOC	Homeland Security Operations Center
ICS	Incident Command System
IP	Improvement Plan
JIC	Joint Information Center
MAA	Mutual-Aid Agreement
MARS	Military Affiliate Radio System
MERC	Medical Equipment Repair Center
NDMS	National Disaster Medical System
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NRP	National Response Plan
PIO	Public Information Officer

Acronym	Definition
RACES	Radio Amateur Civil Emergency Service
SAA	State Administrative Agency
SimCell	Simulation Cell
SNS	Strategic National Stockpile
T&EPW	Training and Exercise Planning Workshop
TCL	Target Capabilities List
TICP	Tactical Interoperable Communications Plan
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
USAR	Urban Search and Rescue
VBIED	vehicle-borne improvised explosive device
WMD	weapons of mass destruction

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Appendix A: National Priorities

The following eight National Priorities were established by the U.S. Department of Homeland Security's (DHS's) Interim National Preparedness Goal:

1. Implement the National Incident Management System (NIMS) and the National Response Plan (NRP).

2. Expand regional collaboration.

3. Implement the National Infrastructure Preparedness Plan (NIPP).

4. Strengthen information sharing and collaboration capabilities.

5. Strengthen chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) weapons detection, response, and decontamination capabilities.

6. Strengthen interoperable communications capabilities.

7. Strengthen medical surge and mass prophylaxis capabilities.

8. Strengthen emergency operations planning and citizen protection capabilities.

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Appendix B: Target Capabilities List (TCL)

Common Target Capabilities

- Planning
- Communications
- Citizen Preparedness and Participation
- Risk Management

Prevent Mission Area Target Capabilities

- Information Gathering and Recognition of Indicators and Warnings
- Intelligence Analysis and Production
- Intelligence/Information Sharing and Dissemination
- Law Enforcement Investigation and Operations
- Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE) Detection

Protect Mission Area Target Capabilities

- Critical Infrastructure Protection (CIP)
- Epidemiological Surveillance and Investigation
- Food and Agriculture Safety and Defense
- Public Health Laboratory Testing

Respond Mission Area Target Capabilities

- Animal Health Emergency Support
- Citizen Protection: Evacuation and/or Shelter-In-Place Protection
- Critical Resource Logistics and Distribution
- Emergency Public Information and Warning
- Environmental Health
- Emergency Operations Center (EOC) Management
- Explosive Device Response Operations
- Fatality Management
- Firefighting Operations/Support
- Isolation and Quarantine
- Mass Care (Sheltering, Feeding, and Related Services)
- Mass Prophylaxis
- Medical Supplies Management and Distribution
- Medical Surge
- Onsite Incident Management
- Public Safety and Security Response
- Responder Safety and Health
- Triage and Pre-Hospital Treatment
- Urban Search and Rescue (USAR)
- Volunteer Management and Donations
- Weapons of Mass destruction (WMD)/Hazardous Materials (HazMat) Response and Decontamination

Recover Mission Area Target Capabilities

- Economic and Community Recovery
- Restoration of Lifeline
- Structural Damage and Mitigation Assessment

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Appendix C: Exercise Types

Discussion-Based Exercises

Discussion-based exercises are normally used as starting points in the building-block approach to the cycle, mix, and range of exercises. Discussion-based exercises include seminars, workshops, tabletop exercises (TTXs), and games. These types of exercises typically highlight existing plans, policies, mutual-aid agreements (MAAs), and procedures. Thus, they are exceptional tools for familiarizing agencies and personnel with current or expected jurisdictional capabilities. Discussion-based exercises typically focus on strategic policy-oriented issues; operations-based exercises focus more on tactical response-related issues. Facilitators and/or presenters usually lead the discussion, keeping participants on track while meeting the objectives of the exercise.

Seminars

Seminars are generally used to orient participants or to provide an overview of authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They offer the following attributes:

- Informal discussions led by a seminar leader
- Lack of time constraints caused by real-time portrayal of events
- Low-stress environment employing a number of instruction techniques, such as lectures, multi-media presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Proven effectiveness with both small and large groups

Workshops

Workshops represent the second tier of exercises in the Homeland Security Exercise and Evaluation Program (HSEEP) building-block approach. Although similar to seminars, workshops differ in two important aspects: participant interaction is increased, and the focus is on achieving or building a product (such as a plan or a policy). Workshops provide an ideal forum for the following:

- Building teams
- Collecting or sharing information
- Obtaining consensus
- Obtaining new or different perspectives
- Problem solving of complex issues
- Testing new ideas, processes, or procedures
- Training groups in coordinated activities

In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design, such as the following:

- Determining evaluation elements and standards of performance
- Determining program or exercise objectives
- Developing exercise scenario and key events listings

A workshop may be used to produce new standard operating procedures (SOPs), Emergency Operations Plans (EOPs), MAAs, Multi-Year Exercise Plans, and Improvement Plans. To be effective, workshops must be highly focused on a specific issue, and the desired outcome or goal must be clearly defined.

Potential relevant topics and goals are numerous, but all workshops share the following common attributes:

- Effective with both small and large groups
- Facilitated, working breakout sessions
- Goals oriented toward an identifiable product
- Information conveyed employing different instructional techniques
- Lack of time constraint from real-time portrayal of events
- Low-stress environment
- No-fault forum
- Plenary discussions led by a workshop leader

Tabletop Exercises (TTXs)

TTXs involve senior staff, elected or appointed officials, or other key personnel in an informal setting, discussing simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures or to assess types of systems needed to guide the prevention of, response to, and recovery from a defined incident. TTXs are typically aimed at facilitating understanding of concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth and develop decisions through slow-paced problem solving rather than the rapid, spontaneous decisionmaking that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of operations-based exercises and games, TTXs can be cost-effective tools when used in conjunction with more complex exercises. The effectiveness of a TTX is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

TTX methods are divided into two categories: basic and advanced. In a basic TTX, the scene set by the scenario materials remains constant. It describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented the facilitator, problems are discussed as a group, and resolution is generally agreed upon and summarized by the leader. In an advanced TTX, play focuses on delivery of pre-scripted messages to players that alter the original scenario. The exercise facilitator usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. TTX attributes may include the following:

- Achieving limited or specific objectives
- Assessing interagency coordination
- Conducting a specific case study
- Examining personnel contingencies
- Familiarizing senior officials with a situation
- Participating in information sharing
- Practicing group problem solving
- Testing group message interpretation

Operations-Based Exercises

Operations-based exercises are used to validate the plans, policies, agreements, and procedures solidified in discussion-based exercises. Operations-based exercises include drills, functional exercises, and full-scale exercises (FSEs). They can clarify roles and responsibilities, identify gaps in resources needed to implement plans and procedures, and improve individual and team performance. Operations-based exercises are characterized by actual response, mobilization of apparatus and resources, and commitment of personnel, usually over an extended period of time.

Drills

A drill is a coordinated, supervised activity usually used to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes include the following:

- A narrow focus, measured against established standards
- Instant feedback
- Performance in isolation
- Realistic environment

Functional Exercises (FEs)

The FE, also known as a Command Post Exercise (CPX), is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. FEs generally focus on exercising the plans, policies, procedures, and staffs of the direction and control nodes of the Incident Command System (ICS) and Unified Command. Generally, incidents are projected through an exercise scenario with event updates that drive activity at the management level. Movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by particular function teams. A FE simulates the reality of operations in a functional area by presenting complex and realistic problems that require rapid and effective responses by trained personnel in a highly stressful environment. Attributes of a FE include the following:

- Evaluating EOC, headquarters, and staff
- Evaluating functions
- Examining interjurisdictional relationships
- Measuring resource adequacy
- Reinforcing established policies and procedures

Full-Scale Exercises (FSEs)

FSEs are multi-agency, multi-jurisdictional exercises that test many facets of emergency response and recovery. They include many first responders operating under the ICS or Unified Command to effectively and efficiently respond to, and recover from, an incident. An FSE focuses on implementing and analyzing the plans, policies, and procedures developed in discussion-based exercises and honed in previous, smaller, operations-based exercises. The events are projected through a scripted exercise scenario with built-in flexibility to allow updates to drive activity. It is conducted in a real-time, stressful environment that closely mirrors a real incident. First responders and resources are mobilized and deployed to the scene where they conduct their actions as if a real incident had occurred (with minor exceptions). The FSE simulates the reality of operations in multiple functional areas by presenting complex and realistic problems requiring critical thinking, rapid problem solving, and effective responses by trained personnel in a highly stressful

environment. Other entities that are not involved in the exercise, but that would be involved in an actual incident, should be instructed not to respond.

An FSE provides an opportunity to execute plans, procedures, and MAAs in response to a simulated live incident in a highly stressful environment. Typical FSE attributes include the following:

- Activating personnel and equipment
- Allocating resources and personnel
- Analyzing memorandums of understanding (MOUs), SOPs, plans, policies, and procedures
- Assessing equipment capabilities
- Assessing interjurisdictional cooperation
- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Exercising public information systems
- Testing communications systems and procedures

The level of support needed to conduct an FSE is greater than needed for other types of exercises. The exercise site is usually extensive with complex site logistics. Food and water must be supplied to participants and volunteers. Safety issues, including those surrounding the use of props and special effects, must be monitored.

FSE controllers ensure that participants' behavior remains within predefined boundaries. Simulation Cell (SimCell) controllers continuously inject scenario elements to simulate real events. Evaluators observe behaviors and compare them against established plans, policies, procedures, and standard practices (if applicable). Safety controllers ensure all activity is executed within a safe environment.